



**Resource Cities Cooperative Agreement  
Cooperative Agreement  
LAG-A-00-99-0020-00  
ICMA Project No. 4760**

*USAID Quarterly Report IV*

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**International City/County Management Association**

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## Table of Contents

<a href="#"><u>Resource Cities Program Overview</u></a> .....	3
<i>Resource Cities Partnership Summaries:</i>	
<b><u>Africa:</u></b>	
<a href="#"><u>Urban Councils Association of Zimbabwe and National Federation of Black Public Administrators</u></a> .....	5
<b><u>Asia and the Near East:</u></b>	
<a href="#"><u>Amman, Jordan &amp; Des Moines, Iowa</u></a> .....	7
<a href="#"><u>Cebu, Philippines &amp; Fort Collins &amp; Larimer County</u></a> .....	9
<a href="#"><u>Haiphong, Vietnam &amp; Seattle, Washington</u></a> .....	11
<a href="#"><u>Hue, Vietnam &amp; Honolulu, Hawaii</u></a> .....	13
<a href="#"><u>Rayong, Thailand &amp; Portland, Oregon</u></a> .....	14
<a href="#"><u>Ulaanbaatar, Mongolia &amp; Bakersfield, California</u></a> .....	16
<b><u>Europe and Eurasia:</u></b>	
<a href="#"><u>Almaty, Kazakhstan &amp; Tucson, Arizona</u></a> .....	18
<a href="#"><u>Kragujevac, Serbia; Pitesti, Romania &amp; Springfield, Ohio</u></a> .....	21
<a href="#"><u>Nis, Serbia; Sofia, Bulgaria &amp; Columbus, Ohio</u></a> .....	22
<a href="#"><u>Pancevo, Serbia; Timisoara, Romania &amp; Cincinnati, Ohio</u></a> .....	24
<a href="#"><u>Pavlodar, Kazakhstan &amp; Helena, Montana</u></a> .....	27
<a href="#"><u>Subotica, Serbia; Szeged, Hungary &amp; Akron, Ohio</u></a> .....	29
Annexes:	
Financial Information	

**Resource Cities Program**  
**Contract No. LAG-A-00-99-00020-00**  
**Project No. 4760: September 1999**

**I. Introduction**

In May 1997, ICMA and USAID created the Resource Cities Program (RCP) to improve the quality of local governments and to strengthen democracy through international municipal partnerships. The RCP builds relationships that enable management practitioners from the United States and city officials from developing and transitional countries to share resources and technical expertise that will improve the lives of the urban residents. In May 2001, USAID awarded ICMA with a modification to the Resource Cities Program that extended the program duration from September 2001 until September 2004 and increased the USAID contribution from \$3,803,149 to \$13,029,374.

**II. Major Accomplishments This Period**

- Resource Cities Director, Jon Bormet, traveled to Tirana, Albania the week of November 12th to conduct a diagnostic for Tirana. The partnership will focus on the following areas: Finance and City Development Planning.
- The City of New Amsterdam in Guyana agreed to participate in the Resource Cities Program in order to heighten the economic opportunities for the urban and rural poor and revitalize municipal and town governments. Jon Bormet, Bob Hart the Huntsville City Manager, and Professor Mark Frank of the Sam Houston University, traveled to New Amsterdam during the week of December 3, 2001 to conduct the initial exchange and to sign the Memorandum of Understanding. The University plans to take an active role in the partnership and provided the funding for Professor Frank's initial trip. The partnership will continue for a period of 15 months. The cities will work together to improve economic development and to ensure citizen participation. The partnership will foster relationships between the citizens, NGOs and the Chamber of Commerce.
- The American Public Works Association, representing over 27,000 members, agreed to cooperate with ICMA's International Programs, especially the Resource Cities Program. APWA brings civil engineers and other technical experts who are responsible for America's roads, sewers, drinking water, storm water, solid waste management, and other public facilities. By including them as partners, ICMA and USAID will have better access to these professionals, many of whom are anxious to lend themselves to the challenges faced by communities around the world.

**III. Challenges/Remedial Actions Taken**

N/A

**IV. Projected Activities**

Subsequent to the attacks of September 11, officials from cities in both the US and abroad expressed some reluctance to travel. Fortunately, the mood has settled and many partnerships held exchanges during this reporting period. The RCP experienced a brief period of delays but appears to be on track for 2002. However, we ask for the continued indulgence of USAID Missions should some partnerships require additional time beyond the anticipated final date.

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**Partnership: Urban Councils Association of Zimbabwe (UCAZ) –  
National Federation of Black Public Administrators**

**March 2001**

**Program Manager: Corinne Rothblum [crothblum@icma.org](mailto:crothblum@icma.org)**

**Focus Area: Advocacy, Training, Research Methodologies/Information**

**Dissemination & Financial Sustainability**

**Funding Source: RUDO/Pretoria**

**I. Introduction**

To a greater extent, local governments in Zimbabwe are required to act as the front line to address issues of service delivery and economic development with ever-shrinking resources. To tackle these enormous challenges, it is imperative that they operate efficiently and effectively. Increasingly, they are turning to their national association, the Urban Councils Association of Zimbabwe, for training, information sharing and networking, and technical support. UCAZ, whose members include the 24 municipalities of Zimbabwe, serves as an umbrella local government association, representing the interests and needs of elected officials, town clerks, finance officers, public works directors, and other municipal officials.

The key objectives of the MOU and action plan are:

- To assist UCAZ establish a “market-driven,” self-sustaining training institute;
- To assist UCAZ develop a “tool-kit” for advocacy and lobbying;
- To enhance UCAZ’s public policy research capabilities;
- To assist UCAZ develop a strategy to diversify and sustain the organization’s revenues.

**II. Major Accomplishments This Quarter**

No program activities of note took place during this quarter. As discussed below, NFBPA’s efforts to communicate with UCAZ concerning plans for the launch of the UCAZ training institute have been unsuccessful.

**III. Challenges/Remedial Actions Taken**

Communications between NFBPA and UCAZ continue to be a problem. NFBPA’s efforts to reach UCAZ headquarters, Joel Zowa (UCAZ Executive Director) via e-mail over the last few months have been unsuccessful. The lack of communication is due in large measure to the chaotic environment in which UCAZ finds itself. In recent months, the political and economic situation in Zimbabwe has deteriorated sharply, as President Mugabe is under serious threat of being unseated for the first time since 1980.

**IV. Projected Activities in the Next Quarter**

In mid-January, at NFBPA's request ICMA contacted Eliah 'Taffy' Tafangombe, the USAID/Harare Project Officer, to enlist his assistance in resolving the communication break. Taffy indicated that he had last communicated with UCAZ in December, at which time the association was in the process of putting together its calendar of events for 2002. Since he has not heard anything further, Taffy has e-mailed UCAZ again to request a status report, and agreed with ICMA's proposal to schedule a conference call as soon as possible between NFBPA, UCAZ, ICMA and USAID. The purpose of the conference call will be to discuss (1) Where things stand with UCAZ's plans for launching the training initiative; (2) how NFBPA can continue to support this process and fulfill the partnership work plan objectives; and (3) the scheduling of the final partnership exchange visit to Zimbabwe. At the earliest, the trip will take place sometime in late March, following the March 10<sup>th</sup> general election. However, if the politically motivated violence in Zimbabwe continues over the coming months and beyond the March election, it may be necessary to postpone the final partnership exchange visit indefinitely.

## **Partnership: Amman, Jordan – Des Moines, Iowa**

**February 2001**

**Program Manager: Corinne Rothblum** [crothblum@icma.org](mailto:crothblum@icma.org)

**Focus Area: Waste Management**

**Funding Source: Jordan**

### **I. Introduction**

The Hashemite Kingdom of Jordan, like many of its Middle Eastern neighbors, faces major water shortages. The Government of Jordan has been working with the U.S. Agency for International Development (USAID) for a number of years to address its water resource management issues, which include the protection of its groundwater sources. As part of these efforts, USAID has funded a Resource Cities partnership between the Greater Amman Municipality (GAM), the General Corporation for Environmental Protection (GCEP), and the City of Des Moines, Iowa.

The overarching goal of the partnership is in the area of:

- Water Source Protection;
- Provide assistance to the GAM and GCEP in improving hazardous waste management practices to ensure that hazardous wastes do not contaminate Jordan's precious groundwater sources.

### **II. Major Accomplishments This Period**

The second exchange visit took place in Des Moines and Chicago December 1<sup>st</sup> – 8<sup>th</sup>. The delegation members were:

1. Hamed Ajarmeh, Royal Scientific Society
2. Mohamed Khashashneh, General Corporation for Environment Protection.
3. Thaer Abbadi, Greater Amman Municipality
4. Amer Tarawneh, Greater Amman Municipality
5. Salah Hyari, Ministry of Health - Environmental Health Department
6. Attaalla Rabia, Jordan University for Science and Technology

The objectives of the visit were to expose participants to Des Moines' solid waste and hazardous waste management systems and the use of a private sector contractor (Clean Harbors) to collect and dispose of hazardous waste. This included sessions and site visits addressing:

- Regional solid waste collection and disposal (public vs. private, residential vs. commercial, fee structures, design and management of the municipal landfill, etc.);
- Recycling and reuse (public awareness, the business of recycling, etc.);
- Collection and disposal of medical waste;
- Hazardous waste collection, transportation, storage and disposal (use of private contractors, local response to HAZMAT spills, the regulatory framework (federal, state and local), and enforcement.

At the end of the exchange, the partners developed a draft work plan that identifies two specific activities that they will carry out over the remaining period of the partnership. These are:

#### *Training*

- In the safe operation of facilities using hazardous materials and in the safe handling and disposal of the resulting hazardous waste (using and adapting U.S. OSHA training materials);
- In the safe transportation of hazardous materials (using and adapting U.S. Department of Transportation training materials)

#### *Pilot Project in Hazardous Waste Collection and Disposal*

- The implementation of a pilot project to collect and dispose of a single hazardous waste stream (tentatively identified as used motor oil) within a defined district of the Greater Amman Municipality. The project was to be reviewed and, hopefully, approved by the GCEP Hazardous Waste Management Committee in December following the delegation's return to Jordan.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

The draft work plan review by the GCEP Hazardous Waste Management Committee was delayed until January. Once approved, the proposed dates for partnership activities will be adjusted accordingly to take into account the delay. Anticipated activities during the first quarter of 2002 include:

- Design and implementation of survey for the pilot project.
- Planning for the first training workshop will get underway, including the refinement of training objectives and target audience, selection of dates and training venue, and the adaptation and translation of training materials.
- Planning for the public education/outreach campaign on waste segregation and reuse (part of the pilot project) will get underway.

## **Partnership: Cebu, Philippines – Fort Collins and Larimer County, Colorado**

**January 2001**

**Program Manager: Amanda Lonsdale** [alonsdale@icma.org](mailto:alonsdale@icma.org)

**Focus Area: Waste Management**

**Funding Source: Urban GCC Team & USAEP**

### **I. Introduction**

The partnership between Cebu and Fort Collins/Larimer County focuses on solid waste management. Specifically, the work plan calls for:

#### *Solid Waste Management*

- Design of a framework for a 10-year, comprehensive solid waste management plan that will incorporate donor and private sector projected investment, and a pilot project for recycling and composting;
- Improved Solid Waste Management;
- Reduced volume of waste entering landfill;
- Introduction of recycling and composting to at least one barangay.

### **II. Major Accomplishments This Period**

- Jose Guisadio, who acted as the initial project coordinator for Cebu City, retired from City Government in September 2001. Rene Sanapo replaced Mr. Guisadio in his role as Project Coordinator. Mrs. Sanapo has had numerous conversations with Mr. Guisadio to ensure that the institutional memory of the partnership is not lost.
- Mrs. Sanapo reports that composting has begun at the Carbon Market facility in the historic district of Cebu City. Mrs. Sanapo states that the source of biodegradable waste is indeed the "carbon" public market (so-called because charcoal was once a popular product in the market during the Hispanic period). A small truck from the city agriculturist picks up waste from a container (placed for this specific purpose) and brings it to an underused block in the middle of the north reclamation area [near the city landfill]. There the waste is put in a composting pit that is supervised by the city agriculturist's office. The block has been fenced, and lampposts have been put up..."
- This activity completes component 2b (Introduce composting at the landfill using waste from Carbon Market) under objective 2 (Reduce volume of waste entering the landfill) on schedule (completion date October 2001).
- Fort Collins/Larimer and ICMA are in weekly contact with Mrs. Sanapo. Extensive contact has helped both partners to gain a greater understanding of the others' issues and priorities and to maintain the partnership progress despite delays in the exchange.

- Greg Byrne, the Director of Community Planning for Fort Collins, attended the ICLEI Annual Conference held in Heidelberg, Germany to discuss the progress of the RC program and his experiences with an environmental twinning program.

### **III. Challenges/Remedial Actions Taken**

During this reporting period an exchange was scheduled to Fort Collins but was postponed for a number of reasons.

- The main reason for the delay was due to the new Mayor of Cebu City who wished to have additional time to review the partnership work plan to determine how it suited his overall objectives.
- The League of Municipalities of the Philippines, ICMA's main counterpart in this program, fired all staff members during this quarter. This action left the partnership without a coordinator for the trip. Pamela Gallares-Oppus of ICLEI has been invaluable in helping to coordinate continued dialogue and to maintain the momentum of the program. It is anticipated that the exchange will take place some time in February 2002.

### **IV. Projected Activities**

- Fort Collins will submit a request to Cebu to clarify work plan progress to-date. This is needed to assess the commitment of the new administration to the project and to design the next exchange.
- An exchange delegation of 2-3 city officials and one official from the private sector will travel to Fort Collins to work on the next steps in the work plan - namely, developing a framework for a comprehensive solid waste management plan and to study the interaction between the public and private sector in waste management.

## **Partnership: Haiphong, Vietnam-Seattle, Washington**

**July 2000**

**Program Manager: Deborah Kimble [dkimble@icma.org](mailto:dkimble@icma.org)**

**Focus Area: Economic Development & Environmental Management**

**Funding Source: USAEP, USAID, World Bank, Seattle**

### **I. Introduction**

The partnership between Haiphong, Vietnam and Seattle, Washington will promote Haiphong's tourism and business investment strategies, and assist the City to use information technology in internal city management applications; to provide technical assistance in neighborhood matching grant programs; and to offer assistance in calculation and assessment of business tax liabilities, tax policy, and assessment of proposed business plans. The World Bank will work through the Resource Cities partnership to alleviate poverty by identifying ways in which community resources and expertise may be mobilized to assist Haiphong to solve locally identified problems. A Memorandum of Understanding was signed on July 9, 2001.

The work plan identified the following objectives:

#### *Tourism & Trade*

- Attract hotel investment;
- Advertise the expansion of tourism and trade development in Haiphong.

#### *Information Technology*

- Establish and begin to implement a strategic information technology plan;
- Build and develop content for website.

#### *Public Health*

- Conduct an assessment of the health care needs and health care system in Haiphong.

#### *Urban Planning*

- Conduct a planning case study (including integrated land use, the environment, socio-economic and tourism sector planning, and infrastructure) in a selected area to give potential developers or investors guidance on specified land uses, infrastructure requirements, building types;
- Prepare a prospectus for potential investment.

### **II. Major Accomplishments This Period**

The initial exchange was held in Seattle from November 26 through December 3, 2001. During the exchange, Haiphong requested that Urban Planning be added to the list of priorities.

- During the exchange the cities drew up an action plan that will guide the partnership over the next 18 months.

### **III. Challenges/Remedial Actions Taken**

Ms. Betty Jane Narver, who served as Coordinator for the activities related to Public Health and assisted with the overall partnership coordination, passed away on December 9, 2001. She was an integral part of the partnership. Seattle is currently trying to find another staff member to replace Ms. Narver.

### **IV. Projected Activities**

The second exchange is scheduled for the week of January 28<sup>th</sup>. The next exchange will focus on public health. Haiphong has identified Cancer, food safety, and AIDs prevention and treatment as priority areas.

## **Partnership: Hue, Vietnam and Honolulu, Hawaii**

**August 2001**

**Program Manager: Amanda Lonsdale [alonsdale@icma.org](mailto:alonsdale@icma.org)**

**Funding Source: RUDO/Jakarta & G/ENV/UP**

### **I. Introduction**

Through the Regional Urban Development Office for South East Asia and the United States Agency for International Development (USAID), the U.S. Government is helping to forge a long-term partnership between the cities of Hue, Vietnam and Honolulu, Hawaii. The partnership will build on the existing relationship between Hue and Honolulu, which was first started under the Sister Cities Program. The partnership will address environmental protection and disaster mitigation with emphasis in the following areas: Reforestation and the impact on flood control, protection of the diverse aqua environment, and the development of historic and ecological tourism industry.

### **II. Major Accomplishments This Period**

- ICMA selected Honolulu, Hawaii as the partner city for Hue, Vietnam. The selection was based on Honolulu's strength in water management and flooding issues, as well as their pre-existing Sister Cities relationship with Hue.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

The first exchange will take place in Hue January 12 – 19, 2002. Three officials from Honolulu and 4 private consultants, along with the ICMA partnership manager will participate in the exchange. The objectives of the exchange are to 1) develop a work plan for continued collaboration throughout the life of the partnership, 2) sign an MOU agreeing to participate in the partnership, and 3) set the dates for the next exchange.

The second exchange will take place in Honolulu (tentatively scheduled for the last week in March 2002).

## **Partnership: Rayong, Thailand – Portland, Oregon**

**March 2000**

**Program Manager: Melissa Speed [mspeed@icma.org](mailto:mspeed@icma.org)**

**Focus Area: Financial Management & River Basin Restoration**

**Funding Source: USAEP**

### **I. Introduction**

The Cities of Rayong and Portland signed a Memorandum of Understanding in September 2000. The cities agreed to work together over a period of 24 months to enhance both municipal and financial management and to encourage citizen participation. During the initial exchange the cities developed a work plan that complements the city's goals and future objectives.

The work plan highlights the following areas for attention:

#### *Budget and Finance*

- Multi-year budget and financial planning model;
- Financial policies that guide financial decisions;
- Citizen participation and involvement in Rayong's budget process;

#### *River Basin Restoration*

- To return Khod Por, a site on the banks of the Rayong River, to the public for active use and ecological restoration and education;
- To solicit public participation in the planning process.

### **II. Major Accomplishments This Period**

The October exchange was postponed due to fears that a strike by public employees was eminent. However, the additional time allowed the cities to exchange information that will greatly impact the success of the January exchange. During the January exchange, the cities hope to finalize the Council budget policies and to begin preparation of the transition budget/five-year Capital Improvement Plan.

- In order to accomplish these goals, Rayong completed a series of questions concerning the major revenue categories of the Rayong budget, and explained in greater detail the various taxes/fees used by the City and the different forms of revenue. The information has allowed Portland to understand the tax or fee rates and the manner in which the rates/fees are imposed.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

The next exchange (Number 4 of 7) will be held in Portland from January 12<sup>th</sup> through the 19<sup>th</sup>, 2002. The financial information provided by the City of Rayong will allow the cities to take the next step towards producing a financial model capable of projecting revenues and expenditures over a five-year period. The exchange will concentrate on the financial portion but also the restoration of the Rayong River Basin. The River Basin team will observe Portland's environmental education and restoration programs in action.

## **Partnership: Ulaanbaatar, Mongolia – Bakersfield, California**

**March 2001**

**Program Manager: Melissa Speed** [mspeed@icma.org](mailto:mspeed@icma.org)

**Focus Area: Budget & Finance**

**Funding Source: Mongolia**

### **I. Introduction**

In March 2001, the cities of Ulaanbaatar, Mongolia and Bakersfield, California signed a Memorandum of Understanding. The two cities will work together to improve the ability of Ulaanbaatar City to raise non-tax revenues and to enhance the budgetary and financial management systems of Ulaanbaatar in relation to the non-tax revenues.

The Work Plan defined the following partnership objectives:

#### *Revenue Generation and Finance Administration*

- Comparative analysis of fees charged in Ulaanbaatar and Bakersfield to identify potential revenue sources.
- Identify fees to be charged.
- Design of procedures for collection, accounting appeals and information dissemination.
- Design an implementation plan that incorporates a participatory process for charging fees.
- Identify uses for the new non-tax revenues and establish a budgetary control system.
- Develop accounting procedures to trace revenues in conformance with international accounting standards.
- Design and implement a plan to inform officials and citizens of the record and performance of the new revenues.
- Study methods to set priorities for expenditures.

### **II. Major Accomplishments This Period**

The fourth exchange took place in Bakersfield, California from November 2nd through the 13<sup>th</sup> and focused on Bakersfield's accounting process and the manner in which money is invested. During the week the cities discussed the importance of shared access, systems that are both centralized and decentralized, budgetary control, etc. The objective for the exchange was to provide examples and methods to be used to improve Ulaanbaatar's existing systems and to institute new procedures in their financial operations. The delegation consisted of the following Mongolian Officials:

- i. Mr. Songino Enkhbaatar, Head of the Ulaanbaatar City Taxation Department
- ii. Ms. Ichinkhorloo Amraa, Senior Expert-Economic and Strategic Policy Department
- iii. Mrs. Sandag Solongo, Senior Expert-Financial Policy Department of the Capital City's Governor's Office

- iv. Mr. Budragchaa Bayar, Managing Director of Economics and Legal Consultancy (Coordinator for the RC Partnership)

Accomplishments thus far:

- The City of Ulaanbaatar submitted four proposals to the Citizens Representatives Hural (City Council) for a hotel room fee, a taxicab fee, an infrastructure fee (such as businesses implementing large projects) and a construction plan fee;
  - a) The Citizens Representatives Hural met in December 2001. Unfortunately, the proposed fees were not adopted at that time. However, the Hural issued the following resolution: 1) to adopt the social and economic tasks of the Capital City in 2002 and 2) to entrust Mayor Enkhbold to increase national industry, to expand and strengthen the city's economic base, and to advance the city's development. The resolution states that the Departments of Strategic Policy and Financial Policy will study and develop issues to improve the financial management system of the Capital City and to create non-tax revenue sources and generate revenues to be introduced as economic transactions. Period to be implemented: First and second quarters (Resolution of the Capital City Citizens Representatives Hural: #5/23; December 20, 2001). Although, the proposed fees were not adopted at this time, the Mongolian officials are confident that the fees will be adopted in future quarters.
- As a result of the exchange Ulaanbaatar City hopes to introduce three projects: a new financial system, the improvement of existing systems (especially the licensing system for construction), and a review of their legal competence to determine additional avenues of revenue generation.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

The fifth exchange is scheduled to take place in March 2002. Bakersfield staff will travel to Ulaanbaatar. By March, Ulaanbaatar plans to implement additional accounting procedures that will be discussed. Initial preparation for the Best Practices (to be held in July 2002) will begin.

## **Partnership: Almaty, Kazakhstan – Tucson, Arizona**

**October 2000**

**Project Manager: Daniela Kissova** [dkissova@icma.org](mailto:dkissova@icma.org)

**Focus Area: Solid Waste & Economic Development**

**Funding Source: Kazakhstan**

### **I. Introduction**

The Almaty-Tucson partnership started in October 2000. The partnership work plan focuses on the solid waste management system of Almaty and the creation and maintenance of a facility to be modeled after Tucson's industrial park. Almaty received a loan from the European Bank for Reconstruction and Development to renovate its system of solid waste collection and disposal. Tucson will provide Almaty with guidance on ways to utilize funds. Tucson's economic development department will offer information and support services to Almaty's department of Small and Medium Enterprise.

First exchange trip – Almaty, Kazakhstan, October 6-13, 2000

Second exchange trip – Tucson, Arizona, February 24- March 5, 2001

Third Exchange trip – Almaty, Kazakhstan, June 4-5, 2001

The work plan for this partnership includes the following program objectives:

#### *Solid waste*

Goal: Review and improve the solid waste management system of Almaty

#### *Economic Development*

Goal: Promote the development of small business in the City of Almaty through sharing of information and collaboration on support of small business development.

### **II. Major Accomplishments This Period**

An exchange trip in the area of solid waste management took place in December 2001. Eliseo Garza, Director of Tucson's Department of Solid Waste spent a week in Almaty (Dec 2-9). The delegation did not consist of a full set of visitors due to Almaty's request that work in the area of Economic Development be postponed due to internal delays.

#### *Economic Development*

##### *1. Industrial Park Development*

The City of Almaty is working on the concept for the development of an industrial park. Tucson has promised to review the concept and to finalize the process. ICMA Kazakhstan has liaised with Ms. Larisa Vasilyeva, Director of Almaty's Economic Committee, and agreed that Tucson staff with Economic Development expertise will visit once the national government approves the City's industrial park concept. The industrial park concept paper was sent to the national government for review. The national

government continues to debate the concept paper, which has led to delays in this component of the partnership.

## *2. Micro-Crediting/Business Incubator/Small & Medium Enterprise Development*

On October 9, a team from ICMA/Kazakhstan and ICMA's partner, the Arizona-Kazakhstan Partnership Foundation, met with staff from Almaty's Economic Committee to outline further steps in the partnership. There is strong interest to adopt some of Tucson's programs in Micro-crediting for small businesses. ICMA was asked to send Mr. Frank Ballesteros, Director of Tucson's Micro-Crediting Authority, which is a chief partner organization to Tucson's Economic Development Department to Almaty in December of 2001. In December Almaty requested that Mr. Ballesteros postpone his trip. Almaty requested that his visit to Kazakhstan follow the Tucson exchange. ICMA liaised extensively with Almaty to develop a list of priority issues in the area of micro crediting of SMEs.

1. Forms/Types of SME crediting
2. Applications procedures and rules
3. Individual and group credits
4. History and current information on small and medium business crediting
5. Current US legislation
6. Credit Management
7. Relations between federal, state budgets, and banks
8. SME Registration issues

It was agreed that during the next exchange to be held in Tucson, an Almaty expert would work with Mr. Frank Ballesteros to identify specific projects to be completed by the end of the partnership.

## *Solid Waste*

- 1. Assistance in the management of an EBRD loan for an overhaul of Almaty's solid waste system.*

In early December Mr. Garza met with Jannat Salimova, Associate Banker for the Infrastructure Business Group of the European Bank for Reconstruction and Development. Discussed was the status of the EBRD loan to Almaty City. During the meeting, EBRD indicated further consideration to provide a loan for improvements to Almaty's solid waste system had ended. The Kazakh Ministry of Finance assigned Almaty additional debt. The debt reassignment increased the City's level of indebtedness to 17% -- 7% higher than the 10% limit set by law.

In addition, Mr. Garza held a workshop on Solid Waste Management at the Institute of State and Local Government in Almaty. Over twenty individuals were in attendance representing Tartyp a municipal solid waste management company and municipalities throughout Kazakhstan. The workshop introduced the concept of an Integrated Solid

Waste Management System. The workshop explained that each aspect of a solid waste system is integrally tied to the rest. A comprehensive discussion of an integrated solid waste management system stressed the importance of analyzing the components of the City's waste stream and the need to understand who generates waste stream – residents, businesses, public institutions, institutional, industrial plants or other. Other topics included Collections, Transfer Stations, Landfill Disposal, Public Education and Interaction, Cost of Service analysis, and the Enterprise Fund concept.

Mr. Garza held a meeting with Mr. Akhmetov and Ms. Elena Simonova, Department Heads for Utilities in Almaty City. Almaty's and Tucson's collection systems were compared and analyzed. Many issues relative to the setting of policy and the legality of practices were raised. Mr. Akhmetov requested assistance in responding to a list of issues, which he termed "Problematic". These issues run the gamut from establishing a waste collection enterprise (company), tariffs, contractual agreements, debt collection, credit and loans, reporting, and assignment of waste collection territories to private companies. These issues will be further discussed and tackled during the exchange trip to Tucson in February 2002.

### **III. Challenges/Remedial Actions Taken**

There have been long delays between visits. ICMA encountered communication roadblocks with the City of Almaty. The composition of the exchange delegations has not typically been effective. Kazakh city officials who have visited Tucson do not always possess the necessary skills or expertise needed to implement the partnership objectives. No follow-on activities have taken place after the actual visits.

ICMA previously brought these outstanding issues to the attention of the funding agency. A Contingency management plan has been discussed and highlighted below:

1. Establish firmer control on the selection of visiting teams.
2. Conduct more intensive work with both cities in-between exchanges and request work progress reviews.
3. Establish better coordination of efforts among ICMA/HO, ICMA/CAR and the Arizona-Kazakhstan Partnership Foundation.

### **IV. Projected Activities**

A fifth exchange trip from Almaty to Tucson is planned for February 2002.

## **Partnership: Kragujevac, Serbia – Pitesti, Romania – Springfield, Ohio**

**July 2000**

**Program Manager: Melissa Speed** [mspeed@icma.org](mailto:mspeed@icma.org)

**Focus Area: Public Service Delivery, Economic Development & Municipal Management**

**Funding Source: Serbia**

### **I. Introduction**

The Springfield-Kragujevac-Pitesti partnership commenced in July 2000. The work plan includes the following program objectives for both Kragujevac and Pitesti:

#### *Municipal Management*

- To evaluate the delivery of basic public services and make recommendations to improve, support, and streamline service delivery;
- To examine organizational culture and determine ways to assist City officials and staff to develop a strategic plan.

#### *Economic Development*

- To evaluate current markets, resources, and economic development opportunities, and recommend strategies to enhance economic development programs.

### **II. Major Accomplishments This Period**

No exchanges took place during this reporting period. However, the cities continued to correspond. The City of Pitesti is seeking funds from the European Union and often asks the City of Springfield to write letters of support that explain the partnership and their objectives.

### **III. Challenges/Remedial Actions Taken**

During this reporting period, the cities were not able to schedule an exchange. One reason for the delay was caused by the Springfield elections held in November 2001. Mayor Copeland was re-elected to serve on the Springfield Commission. Mayor Copeland has been an active member of the partnership and his re-election ensures the program continuity. Secondly, Mayor Rajkovic of Kragujevac was chosen to participate in the International Visitors Program. During the program, Melissa Speed, was able to meet with Mayor Rajkovic to discuss the program. In addition, the Mayor also traveled to Springfield where he briefly met with members of the Springfield Municipal staff.

### **IV. Projected Activities**

The next exchange is scheduled for Spring 2002.

## **Partnership: Nis, Serbia - Sofia, Bulgaria – Columbus, Ohio**

**July 2000**

**Program Manager: Daniela Kissova** [dkissova@icma.org](mailto:dkissova@icma.org)

**Focus Area: Citizen Participation, Water/Wastewater Management & Solid Waste**

**Funding Source: Serbia**

### **I. Introduction**

The Columbus-Nis-Sofia partnership commenced in July 2000. The purpose of the partnership is to transfer successful US municipal models in the areas of citizen information and participation, water/ wastewater management, and solid waste collection and disposal to Nis and Sofia.

First exchange trip – Sofia, Bulgaria, July 13-21, 2000

Second exchange trip – Columbus, Ohio, February 3-10, 2001

Third exchange trip – Sofia-Nis, June 1-10, 2001

The work plan includes the following program objectives:

#### *Water/Wastewater Management*

Goal: Review and enhance the capabilities of the water treatment and distribution systems of Sofia and Nis.

#### *Solid Waste Management*

Goal: Review and improve solid waste management systems of Sofia and Nis.

#### *Citizen Information*

Goal: Improve and expand the channels of information delivery to the public in Sofia and Nis.

### **II. Major Accomplishments This Period**

No exchanges took place this quarter. A trip scheduled for December had to be postponed due to Mayor Ciric's (Nis) visit to the US in late fall. Nis made a request to change the focus of the partnership and to add an economic development component. The latter was perceived as an area of rising importance in the city's strategic plan. Regular work plan activities continued via email.

#### *Water Management/Sofia*

The city of Sofia, under the guidance of Columbus, finalized work on the design of a water conservation center to be converted from a water tower. Architectural maps were transferred with ICMA's assistance from Sofia to Columbus. Mr. Conrad, a Columbus City Architect, is reviewing the maps and will prepare a report with comments and recommendations for the forthcoming February 2002 exchange. Moreover, the city of Columbus transferred additional information on US methods for building and operating

water conservation centers. The materials will be translated and put to use with the help of the Bulgarian Foundation for Local Government Reform.

#### *Potable Water Treatment/Nis*

Nis is experiencing problems in its system of water purification. Columbus is looking into possibilities to donate and help install a sensor for water purification that will transmit signals to the water processing plant in Nis as to the level of dredge that must be filtered. In the past quarter, Columbus explored the legal obstacles to donating a spare filter from its water plant. No definitive solutions have been found yet.

#### *Public Information/Sofia*

The City of Sofia completed the design for the newsletter to be disseminated to its citizens. The newsletter was built on the internal news bulletins first developed by Sofia and Columbus. The next exchange trip in February 2002 will deal with issues of information dissemination.

#### *Public Information/Nis*

Nis established a "One Stop Center" for public information modeled after the Columbus Mayor's Action Center. The center will be a clearinghouse for information to the citizens, as well as documenting citizen's complaints, requests, and recommendations. On the next trip to Nis, in February 2002, Columbus Public Information experts will evaluate the center's activities and offer further recommendations.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

The fourth exchange trip from Nis and Sofia to Columbus was re-scheduled for February 2002 as Nis and Columbus needed additional time to conceptualize the milestones for a newly added economic development component.

## **Partnership: Pancevo, Serbia – Timisoara, Romania – Cincinnati, Ohio**

**July 2000**

**Program Manager: Corinne Rothblum [crothblum@icma.org](mailto:crothblum@icma.org)**

**Focus Area: Service Delivery & Economic Development**

**Funding Source: Serbia**

### **I. Introduction**

The Resource Cities Partnership with the cities of Cincinnati, Ohio and Timisoara, Romania was initiated in July of 2000. The work plan highlighted the following areas:

#### *Water Treatment*

- Improving Pancevo's water treatment and distribution system;

#### *Economic Development*

- Developing a more coherent approach to economic development and strategic planning (this component was added during the February 2001 exchange to Cincinnati).

#### *Hot Water Distribution*

- A secondary objective is to assist Pancevo improve the management of its hot water heating distribution system.

### **II. Major Accomplishments This Period**

In December, a delegation from Cincinnati traveled to Pancevo and Timisoara, spending a week in each city. The Pancevo delegates were (1) Pete Gillon, Economic Development Officer, Department of Economic Development, and (2) Scott Ens, Professor of Urban Planning, University of Cincinnati, and consultant to the City of Cincinnati. Steve Massie, Managing Director of the Cincinnati Equity Fund, joined them in Timisoara. Slobodan Adzic, Chair of the Pancevo Executive Board, and Veronica Perdu, special assistant to Mr. Adzic for strategic planning and economic development, were also able to participate in the Timisoara exchange in order to benefit from the meetings and workshops that took place there.

The focus of this visit was on the economic development and strategic planning components of the partnership. Key highlights and accomplishments are summarized below.

#### *Pancevo*

- Met with key officials to discuss how Pancevo can maximize the potential of its port, which is the farthest inland port from the Black Sea and has direct barge-to-rail service. The German government has committed \$1 million DM for improvements to the port facility. The port manager and municipal government agree that greater

cooperation is necessary to fully exploit the economic development potential of the port.

- Conducted a workshop for municipal staff on how to carry out a strategic planning process. The workshop emphasized the importance of engaging all community stakeholders in the process and reaching out to the community.
- Discussed strategies to improve the enforcement of building codes, e.g. rotating inspectors to reduce potential for corruption.
- Began the process of developing a land use map for Pancevo as a tool for identifying where future development should occur, and discussed the importance of developing a zoning code to guide future land use and development.
- Met with Pancevo's Office of Urbanism, which is taking the lead in Pancevo's strategic planning process, and with a professor from the University of Belgrade who is acting as a consultant to the city.
- Met with the Deputy Minister of Planning to discuss the importance of providing municipalities with the tools and authorities they need to effectively plan and manage their communities (e.g. eminent domain).
- Met with municipal officials to discuss appropriate roles for the City to support SMEs, as well as in the area of workforce development.
- Met with the Pancevo Chamber of Commerce to explore opportunities for public-private partnerships with the municipal government.
- Met with Mark Pickett, USAID/Belgrade, to brief him on the partnership. Pickett asked that the Cincinnati delegation contact Steve Rosenberg, COP of the Serbia LGI project, to brief him on the partnership's results.

#### *Timisoara*

- Reviewed Timisoara's progress in implementing its strategic plan and provided advice on advancing it further.
- Met with municipal officials to discuss industrial land use and zoning and appropriate policies and procedures for attracting business and foreign investments. Toured the Industrial Park and met with companies located there.
- Held a meeting with presidents, general managers and plant managers of businesses in Timisoara to discuss the formation of a public-private business committee that would bring together key business leaders and municipal officials to discuss areas of mutual interest (e.g. workforce development and infrastructure improvements) and identify ways to address them through public-private partnerships. Siemens and Alcatel, which both have plants in Timisoara, expressed a strong interest in participating in this kind of committee, but believe that it should be initiated and endorsed first by the municipal government. Mayor Ciuhandu has indicated a strong interest in pursuing this.
- Conducted a workshop for municipal officials from Timisoara and neighboring cities/counties, the banking industry, Timisoara Chamber of Commerce, private sector representatives (including multinationals with a presence in Timisoara) and the NGO sector on the use of equity funds as a development tool, a concept that Timisoara had learned about in Cincinnati and is interested in replicating.

While there was some initial resistance to the equity fund concept, the workshop succeeded in planting the seed in participants' minds that it could work, if carefully structured. More importantly, perhaps, the workshop was an important forum to discuss the importance of public-private sector cooperation to improve the quality of life in Timisoara, and why it is in the interest of both the municipal government and business community to do so.

### **III. Challenges/Remedial Actions Taken**

Slobodan Adzic, the Chair of the Pancevo Executive Board, continues to play a major role

### **IV. Projected Activities**

The next exchange visit to Cincinnati is tentatively scheduled for April 2002. The exchange will focus on the economic development and strategic planning components of the partnership.

## **Partnership: Pavlodar, Kazakhstan – Helena, Montana**

**October 2000**

**Program Manager: Daniela Kissova** [dkissova@icma.org](mailto:dkissova@icma.org)

**Focus Area: Water/Wastewater Management, Solid Waste Management & Drug Prevention and Treatment**

**Funding Source: Kazakhstan**

### **I. Introduction**

The Helena- Pavlodar partnership commenced in October 2000. The purpose of the partnership is to transfer successful US municipal models in the areas of water/waste water, solid waste management, and green areas development.

First exchange trip – Pavlodar, Kazakhstan, October 13-20, 2000

Second exchange trip – Helena, Montana, March 19-23, 2001

The work plan includes the following program objectives:

#### *Water/Wastewater Management*

Goal: Review and enhance the capabilities of the water treatment and distribution system in Pavlodar.

#### *Solid Waste Management*

Goal: Review and improve the solid waste management system of Pavlodar.

#### *Drug Prevention and Treatment*

Goal: Implement a municipal program on drug prevention and treatment in Pavlodar, Kazakhstan modeled after a program in Helena, MT.

#### *Green Areas Development*

Goal: Cooperate in the area of green parks and share best practices in tree/seed planting, maintenance, and treatment of plant diseases in similar harsh climate conditions.

### **II. Major Accomplishments This Period**

No exchanges took place this quarter. The Helena group canceled a trip that was re-scheduled from September to November. The military was conducting operations in the Central Asian region and Helena staff did not feel comfortable traveling at that time. In December plans for further activities resumed and the third exchange is scheduled to take place in February 2002.

### *Water/Waste Water Management*

ICMA representatives met with Pavlodar city officials to re-establish commitment to the program and to ensure that the political situation does not thwart the good start of the partnership. It was confirmed again that the main water area foci are:

1. Installing an ultraviolet filter in Pavlodar's wastewater treatment plant to help reduce the level of contamination of the Irtysh River where backwaters flow.
2. Assessment of a pipeless technology for replacement of corroded segments of the water infrastructure in Pavlodar.

### *Drug Prevention and Treatment*

Pavlodar was commissioned with the creation of a Drug Rehabilitation Center by the Oblast (regional) government. In the fall, the Oblast provided the City with a building to set up a center for drug abuse prevention and patient rehabilitation. The Center was successfully set up in December. ICMA received information about its concept and structure and forwarded the information to Helena for further analysis. In addition, ICMA representatives in Pavlodar met with Mr. Katkov – Center Director – to discuss priority areas where Helena can render its expertise. Per the meeting, there are four possible avenues for collaboration: 1) prevention -- video materials adapted for families (the Center has its own publishing facilities); 2) training of specialists and establishing a unified information network throughout Kazakhstan; 3) treatment of patients, and 4) methodologies for results measurement.

### **III. Challenges/Remedial Actions Taken**

There have been delays in the flow of technical exchanges due to the September crisis and Helena's reluctance to dispatch a team to Central Asia in the aftermath of the Afghanistan war. Activities are back to normal and the partnership is fully active. ICMA has met with Pavlodar City officials to ensure continuity and commitment to the program.

### **IV. Projected Activities**

The third trip from Helena to Pavlodar will take place in February 2002.

## **Partnership: Subotica, Serbia – Szeged, Hungary – Akron, Ohio**

**Program Manager: Corinne Rothblum** [crothblum@icma.org](mailto:crothblum@icma.org)

**Focus Area: Wastewater, Solid Waste & Economic Development**

**Funding Source: Serbia**

### **I. Introduction**

During the first exchange visit in Szeged in August 2000, the partner cities developed a memorandum of understanding and preliminary work plan that focuses on three areas of assistance to Subotica, including:

- Improving the treatment and methods of wastewater disposal;
- Reducing the amount of solid waste going into its nearly-full landfill and developing plans for a new landfill;
- Assisting the city develop a strategic approach to economic development and to create the institutional framework to support this new municipal role.

### **II. Major Accomplishments This Period**

A delegation from Subotica traveled to Akron the week of December 10<sup>th</sup>. The delegation members were:

- i. Nada Bojanic, Special Assistant for Economic Development
- ii. Rudolf Cinkler, Member of the Board, Subotica Water Works Company
- iii. Dr. Duro Sefcic, Professor of Environmental Engineering, University of Novi Sad and Member of the Board, Subotica Solid Waste Management Company

The visit addressed all three elements of the partnership: economic development (ED), solid waste, and wastewater management.

#### *Economic Development (ED)*

The exchange provided a ‘crash course’ in Economic Development principles and practices to Ms. Bojanic as an important step in defining the structure and role of the Subotica municipal government in ED. Ms. Bojanic met with a number of Akron officials responsible for economic development, planning, workforce development, and economic development finance. In addition, meetings were held with representatives from the Regional Akron Chamber of Commerce, Small Business Development Center, community development corporations, small business owners, and the banking and real estate industries. At the end of each day, Ms. Bojanic had a debriefing with Mark Albrecht, ED Manager for the City of Akron, and Corinne Rothblum, the ICMA partnership manager, to review the day and discuss the application of these ED strategies and tools in Subotica.

### *Solid Waste and Waste Water Management*

Rudolf Cinkler and Duro Sefcic visited several wastewater treatment facilities and landfills in the Akron area to learn about best practices in solid waste and wastewater collection and disposal, and to discuss how these practices can be adapted to Subotica's context. The agenda also covered cost recovery and fee structures, and included meetings with officials from private waste management and engineering companies, and with environmental engineers from the University of Akron.

Akron engineering specialists reviewed the funding proposals that Subotica submitted at an October 2001 donors' conference for a new regional landfill and wastewater treatment plant. They were greatly impressed with the quality of these documents, which were developed with assistance from Szeged. While the October conference did not generate any financial support for these important environmental infrastructure projects, in late November a member of the EBRD's municipal and environmental infrastructure team traveled to Subotica to meet with Imre Kern, Head of the Executive Board to discuss Subotica's priority water sector investments. Subotica is apparently one of the first Serbian cities that the EBRD has expressed interest in working with to develop a municipal infrastructure program, and has asked the municipality to provide a series of financial documents in the next couple of months to evaluate its creditworthiness.

Recognizing that at a minimum new facilities will not come on line for several years, the partners have determined that the life of Subotica's landfill could be extended by 4- 5 years if the municipality can procure a trash compactor. Limited improvements could also be made to the existing wastewater treatment system if its aeration problems are addressed.

At its November 28<sup>th</sup> session, the Subotica municipal assembly recognized the urgency of addressing the growing environmental problems at Lakes Palic and Ludac, due to the flow of pre and untreated wastewater into them. Both lakes are important tourism and water recreation assets for Subotica, and the assembly is committed to undertaking a series of short, medium, and long-term measures to address these problems.

### **III. Challenges/Remedial Actions Taken**

Subotica has not yet followed through on the recommendation that Mark Albrecht made following his April 2001 visit to Subotica that the municipality create at least one full-time position, and possibly a unit within the municipal government responsible for ED. Both ICMA and Akron reiterated the importance of appointing the ED officer before the visit to Akron, to ensure that the ED training was targeted at the right person, and that he/she would be empowered to apply these new strategies, tools and techniques in Subotica. We were told that this would be taken care of and simply required a 'political decision' by the mayor, and understood that Nada Bojanic had been appointed to the ED position. However, we learned from Nada during the visit to Akron that her current and future role and level of authority are still not clearly defined. As Nada described it, the fractious nature of the municipal assembly, whose 66 members belong to 16 different

political parties, makes reaching agreement on the creation of an ED unit difficult, and decisions concerning the selection of an ED officer or officers politicized.

Dusan Kresovic, who works for the Executive Board, has since requested Mark Albrecht's assistance in drafting job descriptions for a total of **three** ED positions, and indicated that the Executive Board is requesting that funds be included in the 2002 budget for this purpose. He also stated that he intends to fill one of these positions. ICMA and Akron have scheduled a conference call with Imre Kern to clarify the municipality's plans and timeframe.

#### **IV. Projected Activities**

##### *Economic Development*

During the December exchange visit to Akron, the two partners identified several activities that will help define and develop the Subotica municipal government's role in ED. Subotica will take the lead in initiating these efforts with guidance and information from Akron. An exchange visit to Subotica will be scheduled for late March/early April to coincide with the ED providers workshop described below.

##### **1. Creation of an economic development database**

There is a real need for a clearinghouse of information on businesses in Subotica that may be used by the municipal government, ED providers, existing businesses, and potential investors for a variety of purposes. Akron will work with Subotica to help define the data needed, and will work with the municipality to determine the most appropriate and efficient mechanism to identify the appropriate collection mechanism(s), which will likely include the business call program described below.

##### **2. Creation of a business call program**

Subotica is interested in replicating Akron's business call program, which uses an annual survey and visits to businesses to collect information on a regular basis about their operations, plans, and needs, and to help link them with the appropriate resources. Akron will work with Subotica to plan and implement a similar program, and, if appropriate, may arrange for someone from the Regional Akron Chamber of Commerce, which runs the Akron Business Call Program under a subcontract with the City of Akron, to participate in the next exchange to Subotica.

##### **3. Proposed ED providers' workshop**

This will serve as a forum to bring together all of the different groups that are working on ED in the Subotica area to:

- Learn of each other's existence and respective activities;
- Identify opportunities for future collaboration;
- Identify gaps in ED support activities;

- Identify appropriate roles for the Subotica municipal government in the ED realm and partnership opportunities;
- Enable the creation of a comprehensive database on ED providers.

#### **4. Ascertain feasibility of creating a business incubator**

There is a lot of enthusiasm for the concept and clearly, there is a lot of enthusiasm on the part of Imre Kern to create a business incubator. However, it is unclear how committed the municipal assembly remains and whether Akron can provide any further assistance with this before the partnership ends.

#### *Solid Waste and Waste Water Management*

No exchange visits are planned for the next quarter; the partners, with support from ICMA, will continue to exchange information and work together on the following items via e-mail, phone, and fax

- **Letters from Akron and ICMA urging the municipal assembly to make the wastewater treatment plant aeration system and procuring a trash compactor are budget priorities.**
- **Identification of other potential funding sources for infrastructure improvements.** ICMA has provided Subotica with information on the USAID Community Revitalization Through Democratic Action Program (CRDA), which may be a source of grant funds for the aeration system and trash compactor. ICMA is also assembling information on the major bilateral and multilateral infrastructure funders, the types of infrastructure they finance, funding criteria, application processes and deadlines, etc.
- **Linking Subotica with cities in the former Yugoslavia that have received EBRD funds.** ICMA will identify other cities, such as Ljubljana, Slovenia, that have successfully applied for EBRD infrastructure funds, and put Subotica officials in contact with counterparts there who can provide advice and guidance on navigating the credit assessment and application process.
- **Supporting Subotica's participation in European and/or American professional associations.** This may include paying for Subotica to join organizations such as the American Water Works Association, American Public Works Association or their European equivalents, or participating at their 2002 annual conferences. ICMA may be able to obtain reduced membership and conference registration rates for Subotica through its links with these professional associations.